

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 29, 2025



**Ontario
Health**

OVERVIEW

Located in the serene countryside of Stoney Creek, Orchard Terrace Care Centre is a charming 38-bed long-term care home surrounded by beautiful gardens and stunning views. Our warm, homelike atmosphere, inviting courtyard, and the historic Glover House are just a few of the distinctive features that make Orchard Terrace Care Centre special.

Quality improvement serves as the cornerstone of Orchard Terrace Care Centre, aligning closely with our core values of kindness, progressiveness, integrity, and community. At Orchard Terrace, we view these values as fundamental principles that guide our operations and shape the environment we create for both residents and staff.

In developing our Quality Improvement Plan, our team integrates these values to ensure that every initiative not only enhances the quality of care provided but also upholds our commitment to compassionate service, continuous growth, ethical standards, and fostering a strong sense of community. We continuously assess and refine our strategies, striving to meet the evolving needs of our residents while cultivating an atmosphere where care is not only provided but delivered with dignity, respect, and professionalism. By embedding these values into our approach to quality improvement, we ensure that Orchard Terrace remains a place where both the care we offer and the relationships we build within the community thrive.

Continuous Quality Improvement is at the core of providing exceptional care, and we are constantly exploring innovative ways to enhance resident-centered care. We adopt a collaborative, interdisciplinary approach, with all departments working toward the shared goal of improving quality within the home. We use a variety of Quality Improvement tools, including Annual/Quarterly

Evaluations, Proactive Inspection Audits, Critical Incident Analysis, Audits, Surveys, and more, to track data, identify trends, uncover gaps, celebrate successes, and pinpoint areas for further evaluation. Moreover, we work closely with residents and their families through care conferences, councils, town halls, satisfaction surveys, action planning, and weekly communications to ensure their voices are heard and their experiences are centered around them. Through this ongoing dialogue, we strive to achieve excellence in everything we do.

For the 2025/2026 QIP, we are aligning with provincial priorities, including enhancing diversity, inclusion, and anti-racism training. We remain focused on reducing potentially avoidable emergency department visits and amplifying the voices of our residents and their families.

ACCESS AND FLOW

We are dedicated to enhancing access and flow within the healthcare system, recognizing the vital role we play in working with our system partners to ensure the delivery of appropriate care in the right setting.

As part of this commitment, Orchard Terrace Care Centre reaffirmed its dedication to the Provincial Prevention of Error Based Transfers (PoET) Program in partnership with William Osler in December 2023, earning a one-year certification. We are in process to get recertification in 2025.

In addition to working closely with our Medical Director, we adopt a proactive approach by completing individualized summaries for residents and their families or substitute decision-makers. This is done through early assessments using the Palliative Care Approach and the Palliative Performance Scale, Registered Nurses Association of Ontario-RNAO Palliative and End of life Clinical Pathways. These

tools help identify potential care-related changes early, allowing us to intervene promptly. Recognizing the essential role these professionals play in preventing avoidable emergency department transfers.

Over the past year, we have achieved success in collaborating with external partners to meet our residents' diverse needs. This includes working with the Spasticity Clinic, which specializes in managing comfort and pain related to contractures and immobility, as well as partnering with organizations like Baycrest to support the Geriatric Psychiatry program and Hamilton Health Sciences for virtual care. Additionally, we have worked with RNAO to launch Clinical Pathways, offering best practice resources for clinical care. Our partnerships continue with external providers to support other clinical services in the home such as Lifelabs, STL Imaging, Medigas, Achieva Health, Align, Behavioural Supports Ontario etc.

EQUITY AND INDIGENOUS HEALTH

Orchard Terrace Care Centre is committed to providing inclusive, resident-centered care that respects the diverse cultural and religious beliefs of our residents, families, and staff. This commitment is reflected in our adherence to the Residents Bill of Rights and the Fundamental Principle of the Fixing Long-Term Care Act, 2021. Key initiatives include the active Residents Council, which meets monthly to advocate for culturally appropriate recreation and services; partnerships with local churches to provide regular services and pastoral support; and opportunities for residents and families to participate in centre life. In 2024, we significantly improved the quality of interactions between staff and residents through the implementation of the Quality of Interactions Schedule (QUIS) training, decreasing our level from 7 to 3, which demonstrates enhanced emotional and person-centered care. This

achievement was made possible through grants from Healthcare Excellence Canada, which also supported improvements to the living environment, including renovations and the creation of “Getting to Know YOU” profiles to personalize care. Furthermore, the launch of the Employee Communications App (NIUZ) has fostered greater communication and engagement across the organization, especially around cultural recognition. We recognize that our journey toward full equity and inclusion is continuous, and we remain dedicated to ongoing learning and improvement in this area. Orchard Terrace Care Centre is committed to continuously seeking opportunities for advancing education on equity, diversity, and inclusion. As an equal opportunity employer, we are dedicated to fostering a workplace environment where all individuals, regardless of their background, ethnicity, or identity, are not only respected but also provided with the necessary support and opportunities to succeed.

To ensure that our values of inclusion and respect are ingrained in our organizational culture, all team members undergo comprehensive training on diversity, inclusion, and equity during their orientation and participate in annual refresher courses. This ongoing education equips our staff with the knowledge and skills needed to create an environment that is both welcoming and empowering for everyone.

Furthermore, Orchard Terrace Care Centre actively promotes the principles of equity, diversity, and inclusion through community engagement and awareness. For example, we celebrate significant observances such as Pink Shirt Day, which stands as a symbol against bullying, and Orange Shirt Day, which honors the Indigenous experience and supports reconciliation. These initiatives are integral to our commitment to nurturing a more inclusive, respectful, and supportive environment for all individuals within our care setting.

PATIENT/CLIENT/RESIDENT EXPERIENCE

At the core of our commitment is a relentless focus on enhancing the resident and client experience by actively listening to and prioritizing the voices of our customers. To ensure we are meeting the needs and expectations of those we serve, we conduct an annual resident and family engagement survey. This survey serves as a platform for meaningful collaboration, where we work directly with residents and their families to analyze feedback and develop targeted action plans aimed at addressing key areas of improvement. The positive impact of this approach is evident in the consecutive years of increased positivity ratings, advancements in priority areas, and heightened participation in the survey process. The results of the survey were shared with Residents' Council (Nov 28/2024), Staff Town Hall (Oct 8/2024) and Family Town Hall (Nov 19/2024). Based on the results the Home is working on action items which include, the Recreation department reviewing the monthly calendars with the residents during Resident's Council meetings to ensure there is sufficient programming available on the weekends and in the evenings. Specifically, 1) Evening Leadership Team schedule to be initiated to provide enhanced oversight of resident bedtime routines, 2) Increase family involvement in group activities to enhance sense of community by creating invitations to one monthly program in the evening OR weekend, 3) Coordinate larger programs in the evenings and encourage family members to attend such as pub night, wine & cheese, trivia and entertainment, 4) Increase the amount of Recreation staff working in the evenings by an extra 2 shifts per, week and every other weekend and 5) Plan and implement a 'themed' meal once a month.

Recognizing the critical importance of the initial experience, we introduced a resident move-in survey last year. This survey, designed to capture immediate insights from new residents, has

provided valuable data that we have used to implement meaningful improvements. Both the resident engagement survey and move-in survey will continue this year, ensuring that we remain closely aligned with the perspectives of our customers and can swiftly address any emerging concerns.

The recent results from our resident survey reveal a notable increase in participation from both residents and their families, accompanied by a corresponding rise in positive feedback. This growth in engagement reflects an ongoing commitment to fostering a positive environment that supports resident satisfaction and strengthens our community.

Additionally, the Resident Council plays a pivotal role in advocating for residents, providing them with an essential platform to voice concerns, suggestions, and ideas. We take these inputs seriously and are committed to addressing any issues in a timely and effective manner to ensure the continued delivery of high-quality care. Residents are also kept well-informed about all ongoing quality initiatives through the Quality Councils, which actively encourage their participation and contributions. This collaborative approach ensures that residents not only have a voice but are also directly involved in the continuous enhancement of care standards. Our active Resident Council, facilitated by our Recreation Manager, is instrumental in advocating for the needs of our residents by participating in quality committees and contributing to the development of actionable solutions. We remain steadfast in our dedication to ongoing engagement, ensuring that we are responsive to the needs of our customers and continuously enhancing the quality of care we provide.

Currently, our Home does not have an established Family Council, as there has been limited interest from our families at Orchard

Terrace. However, we place great value on the feedback and input from family members, recognizing the critical role they play in the overall well-being of our residents. To ensure open lines of communication and keep families well-informed, we have implemented a proactive approach to engagement. The Home continues to schedule bi-monthly Family Town Hall meetings, and circulates Minutes post meetings.

Each week, our Executive Director personally sends out detailed updates to both residents and their families, highlighting key initiatives, upcoming events, and important developments within the Home. This weekly communication serves as an essential tool for keeping families connected and informed about the ongoing activities and changes in the care environment. We remain committed to fostering a transparent and supportive relationship with family members, ensuring that they are consistently updated and have the opportunity to provide input as needed.

PROVIDER EXPERIENCE

In 2024/2025, we improved the new employee experience by revamping our General Orientation, including interactive training and Person-Centredness education through QUIS. With Ministry of Long-Term Care Direct Care Funding, we increased staffing levels, allowing for more resident interaction, and upgraded the home environment. We also introduced an Employee and Family Assistance Program and the NIUZ Employee Communications Application. Employee engagement surveys show increased participation and improved positivity ratings. We are committed to continuous quality improvement based on stakeholder feedback.

SAFETY

Orchard Terrace prioritizes a safe and secure environment for residents, visitors, staff, and service providers through comprehensive safety measures. Infection prevention and control is led by our full-time Registered Nurse IPAC Lead, who participates in daily life at the home and is a member of the Joint Occupational Health and Safety Committee. We actively collaborate with Hamilton Public Health, our IPAC Hub, the Ministry of Long-Term Care, and our community to manage infection control and ensure transparent communication with residents and families. Through Medication Safety Funding, we have implemented the MediSelect Cabinet, an electronic dispensing system for PRN and emergency medications, which improves medication safety. Our Medication Management Team meets quarterly, and the clinical team reviews all medication incidents monthly. To further enhance safety, our pharmacy provides a pharmacist and Quality Improvement Nurse who provide education, training, and audits. Residents and families are integral to our safety initiatives; they are active members of our interdisciplinary Quality Committees, alongside the Quarterly Quality Improvement Team and frontline staff, where we analyze risk-related incidents using Risk Management in Point Click Care.

PALLIATIVE CARE

Orchard Terrace Care Centre is deeply dedicated to providing exceptional care during the end-of-life phase for our residents. In 2024/2025, we formed a partnership with the Registered Nurses' Association of Ontario (RNAO) to implement several clinical pathways aimed at enhancing end-of-life care for those in our care. As residents approach their final days, we have established a Palliative Care cart, thoughtfully designed to offer comfort and support to both the resident and their families. The cart is stocked with a variety of resources, including spiritual materials, calming music, aromatherapy, mouth care supplies, crossword puzzles, snacks, and more. These items are carefully chosen to assist families in navigating the emotional challenges of this time, providing them with the tools to create meaningful moments with their loved ones. This initiative has proven to be an invaluable resource, helping to bring comfort, alleviate stress, and enable families to focus on spending quality time together during such a sensitive period.

As of March 27th, 2025 Orchard will be adopting the RNAO Best Practice Clinical Pathways for Palliative and End of Life Care. The RNAO clinical Pathways will support our Registered staff in providing early interventions and having the important conversations with our residents and families about palliative care and End of life care.

POPULATION HEALTH MANAGEMENT

Through our partnership with the Registered Nurses' Association of Ontario (RNAO) in 2024/2025, we enhanced resident care by implementing several key clinical pathways that promote best practices and proactive interventions. These included: RNAO Palliative Care & End of Life Care Clinical Pathways is launching

Match 27, 2025. We will continue working with RNAO to implement further best practices for early identification and treatment that support residents' goals and maintain their well-being. During 2024/2025, we implemented pathways focused on Falls Risk Screening and Pain Management. Moreover, we collaborate with external service providers to offer comprehensive training, education, resources, and tools that improve proactive management of residents' care needs. In 2025/2026, we are committed to using these tools and resources to support flow within the healthcare system, with a focus on reducing avoidable Emergency Department (ED) transfers.

Every resident who moves into Orchard Terrace Care centre is unique, and we are fully committed to providing person-centered care that meets their individual care needs. Recognizing the importance of tailoring care to each resident, we strive to create a supportive environment that fosters their well-being, dignity, and comfort.

As part of our commitment to personalized care, we work closely with external partners, such as Behavioral Support Ontario (BSO), to provide transitional support for residents who have recently moved into our Home. This collaborative approach allows us to better understand the specific needs of each resident during the transition phase. By getting to know our residents in this initial stage, we gain valuable insights that enable us to offer the most appropriate support and care tailored to their unique circumstances.

Our Home takes great pride in forming strong partnerships with external specialists and service providers to enhance the level of care we offer. These collaborations allow us to provide residents with access to specialized care and resources that further enrich their experience and quality of life. Looking ahead, we are

committed to continuing the cultivation of these external partnerships, ensuring that we can consistently deliver the highest standard of care while meeting the diverse needs of our residents.

CONTACT INFORMATION/DESIGNATED LEAD

Lisa Paladino
Executive Director
Phone: 905-643-1795 Ext:212
lisa.paladino@orchardterracecarecentre.ca
www.orchardterracecarecentre.ca
199 Glover Rd, Stoney Creek ON, L8E 5J2

Chantal Giguere-RN
Director of Care

Kamaljit Matharu-RPN
Quality Improvement Lead